



Defense Acquisition University

**Model DACM Office  
4<sup>th</sup> Estate Summit Discussion  
Presented by Joe Chang**

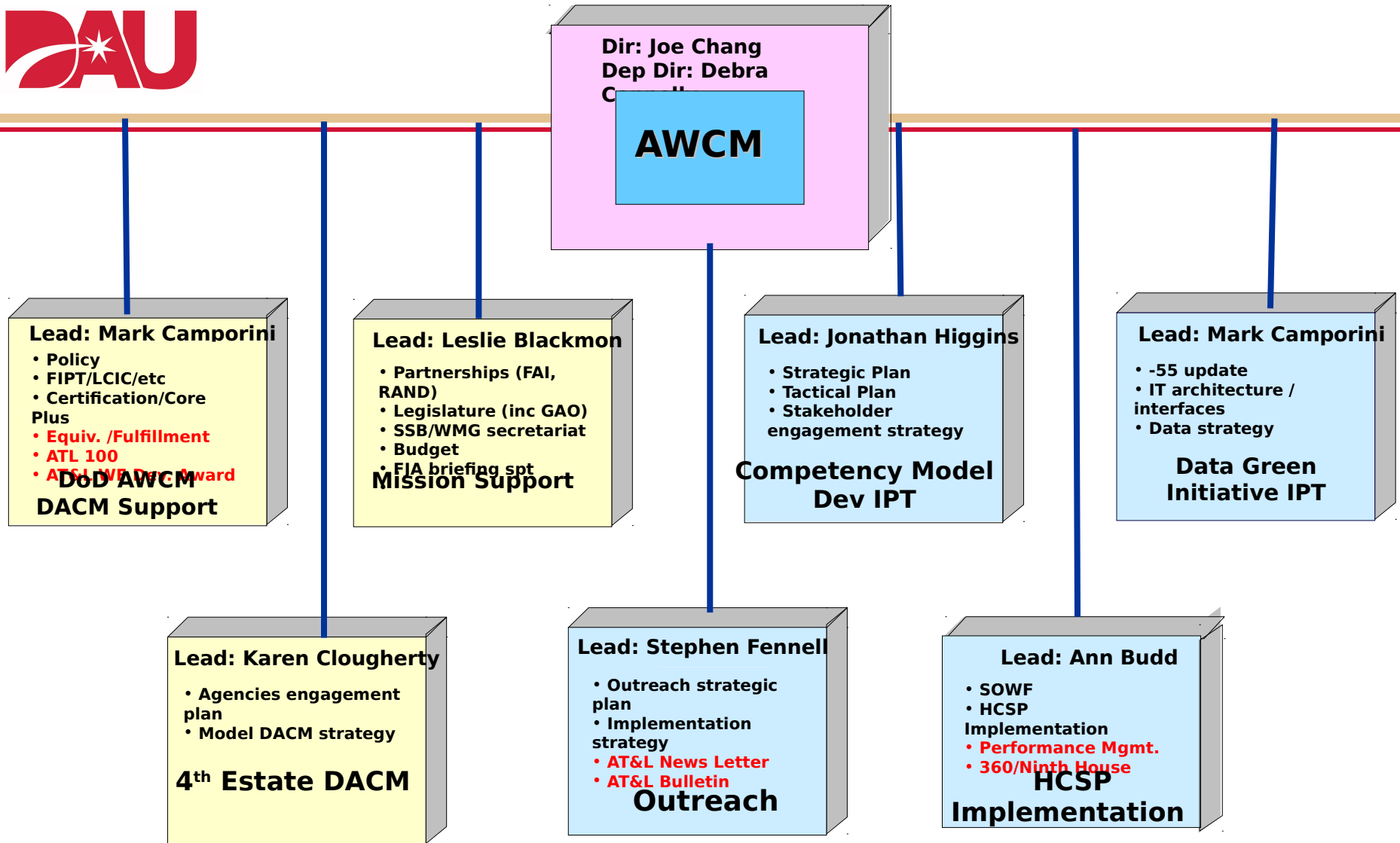
**September 2007**



# **Discussion Areas - Current & Future**

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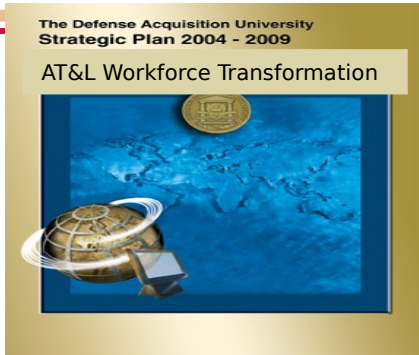
- **Our Goal: Excel in servicing customers**
- **Who we are: AT&L Workforce & Career Management Office and 4<sup>th</sup> Estate DACM (colocated - unique)**
- **Key Discussion Areas:**
  - **AT&L Workforce Initiatives**
    - **Human Capital Strategic Planning**
    - **Competency Management**
    - **Data Green Management**
  - **Career Management Focus areas**
    - **Certifications, Acq Corps, IDPs, Dashboards**
    - **Budget, Travel, Quota Management**



# ***DAU AT&L Workforce Office at a Glance***



# Our Mutual Goal



## AT&L Workforce Team Effort!

### USD(AT&L) Goals

#### #1) High Performing, Agile and Ethical Workforce

- 2) Strategic and Tactical Acquisition Excellence
- 3) Focused Technology to Meet Warfighting Needs
- 4) Cost-effective Joint Logistics Support for the Warfighter
- 5) Reliable and Cost-effective Industrial Capabilities Sufficient to Meet Strategic Objectives
- 6) Improved Governance and Decision Processes





# Strategic Alignment

## DAU Goal 1.1.5

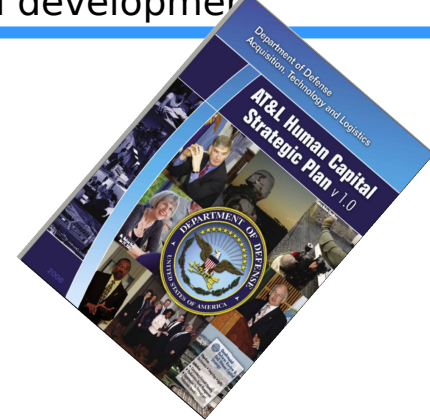
Provide a fully integrated powerful learning environment that engages the learner at the point of need



## AT&L Workforce and Career Management

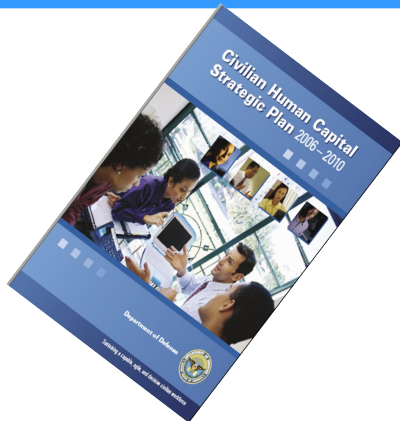
## AT&L HCSP Goal 4

Provide learning assets at the point of need to support mission responsive human capital development



## DoD HCSP Goal 2

Mission - Ready Workforce



## AT&L Goal 1

High Performing, Agile and Ethical Workforce





# **Customer Support for You**

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- **Know customers personally - meet regularly to identify issues, exchange ideas, and improve career management**
- **Continually update and improve processes (such as: certifications, acq corps, IDPs, data green, human capital planning, competency management, procedures, etc)**
- **Invite 4<sup>th</sup> Estate to select key meetings (SSB, WMG, Policy Planning, etc on a rotating basis)**
- **Be your first stop to help on career management issues**



# **4<sup>th</sup> Estate Customer Meetings with New DACM and Exec Director, AWCM**

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- **DISA - Jul 3, 2007 (at DAU)**
- **DCMA - Aug 7, 2007**
- **DTRA - Sep 7, 2007 (at DAU)**
- **DLA - Sep 11, 2007**
- **MDA - Sep 10, 2007**
- **SOCOM - Sep 12, 2007**
- **4<sup>th</sup> Estate Summit - Sep 12-14, 2007**
- **DISA - Sep 28, 2007**



# Defense Agency (DACM) – Update

- Accomplishments
  - **Centralized Travel Budget, Quota Management, Help Desk**
  - **Implemented tools to help the field - Master Waitlist, Generate Student Applications, Top Ten Reports, Weekly Dashboards with key stats**
  - **Developed a Priority System to enhance quota management**
  - **Implementation of automated Certification System**
  - **Implementation of Acquisition Corps Certification**
  - **Implemented Continuous Learning Points Tracking System**
- Way Ahead
  - **Personal Visits to Customers to educate/enhance customer service**
  - **Executive Forum with Mr. Anderson and SPEs/Agency Directors**
  - **Integration with Key AT&L Initiatives (Data Green, HCSP, Competency)**
  - **New Dashboards for Students, Supervisors, Quota Managers**
  - **New Automated Individual Development Plan (IDP) System**





# **DACM Office - Today and Beyond**

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- **Supports career management for civilians employed by the Defense Agencies**
  - **Distributes training resources**
    - **DAU Course Quotas**
    - **DAU Student Travel Budget**
  - **Provides tools to aid in career management**
    - **Acquisition Training Application System**
      - **DAU Registration**
      - **Continuous Learning Tracking System**
      - **Application for Career Field Certification (Dec 2006)**
      - **Application for Acquisition Corps Membership (Dec 2006)**
    - **Acquisition Leadership Effectiveness Inventory**
  - **Assists with coordination and Interpretation of Acquisition Workforce Related Policies**
- **What would a model DACM office look like and what would you like to see us do for you?**



# AT&L Continuous Learning Policy



THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301 3010

13 SEP 2002

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Continuous Learning Policy for the Department of Defense Acquisition, Technology, and Logistics Workforce (DoD AT&LWF)

Our DoD AT&LWF members are doing very important work. However, their working environment is dynamic, challenging, and changing. To keep pace, the DoD AT&LWF must operate as a continuous learning community, continually striving to improve their professional knowledge and performance. Accomplishing continuous learning as well as Defense Acquisition Workforce Improvement Act (DAWIA) certification training is critical to achieving acquisition, technology, and logistics excellence. DoD AT&LWF members must participate in meaningful continuous learning activities to stay current and proficient in functional disciplines, AT&L initiatives areas, and leadership and management skills. Continuous learning also includes career broadening assignments, as well as completing initial or additional certification training.

Members of the DoD AT&LWF shall acquire a minimum of 40 continuous learning points (CLP) every fiscal year as a goal and 80 CLP's being mandatory within two years. Members may count certification training towards continuous learning points. Components should give priority to providing certification training over other continuous learning activities. Data on the number of personnel required to meet standards and the percentage of attainment will be reported annually. Attachment 1 provides additional information for implementing this revised and streamlined policy. A Continuous Learning Guide (ADS-00-10-BR [rev bdl]) will be published separately. This guide will also be on the DAU web site, <http://cle.dau.mil>

This revised policy augments the DAWIA education and training certification process in support of our strategic goal to "revitalize the quality and morale of the DoD AT&LWF" and replaces *Reform Through Learning, Continuous Learning for the Defense Acquisition Workforce Policy*, dated December 1998. I encourage the Secretaries of the Military Departments and the Heads of the DoD Components to review their practices to leverage the efficacy of continuous learning to all members of the DoD AT&LWF.

My point-of-contact is Mr. Dan Dennison: OUSD(AT&L)/AET&CD, 703.681.3464.

E. C. Aldridge, Jr.

Attachment(s):  
As Stated



DoD AT&L Workforce Member  
Must participate in meaningful  
Continuous learning activities

**Goal:**  
40 Continuous Learning  
Points (CLPs) every year  
**Mandatory:**  
80 CLPs every 2 years.

Reported Annually



# Budget Process

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- **Previous Procedures:** MIPRs were provided to the 16 major agencies
- **Last year:** we centralized budget process with DAU PRM office to provide more visibility in tracking funding and centrally manage
- **Discussion area:** How is the budget process working for our customers?



# AT&L Human Capital

Supporting Alternate Funding Proposal for Section 844

v 3.0

## AT&L HCSP v 3.0 Goals

Goal 1	Align and fully integrate with overarching DoD human capital initiatives.
Goal 2	Maintain a decentralized execution strategy that recognizes the components' lead role and responsibility for force planning and workforce management.
Goal 3	Establish a comprehensive, data driven workforce analysis and decision-making capability.
Goal 4	Provide learning assets at the point of need to support mission-responsive human capital development.
Goal 5	Execute DoD AT&L Workforce Communication Plan that is owned by all DoD AT&L senior leaders (One Team, One Vision, A Common

Department of Defense  
Acquisition, Technology and Logistics

### AT&L Human Capital Strategic Plan v 3.0



2007



# HCSP

Human Capital is a national strategic challenge for both the public and private sector:

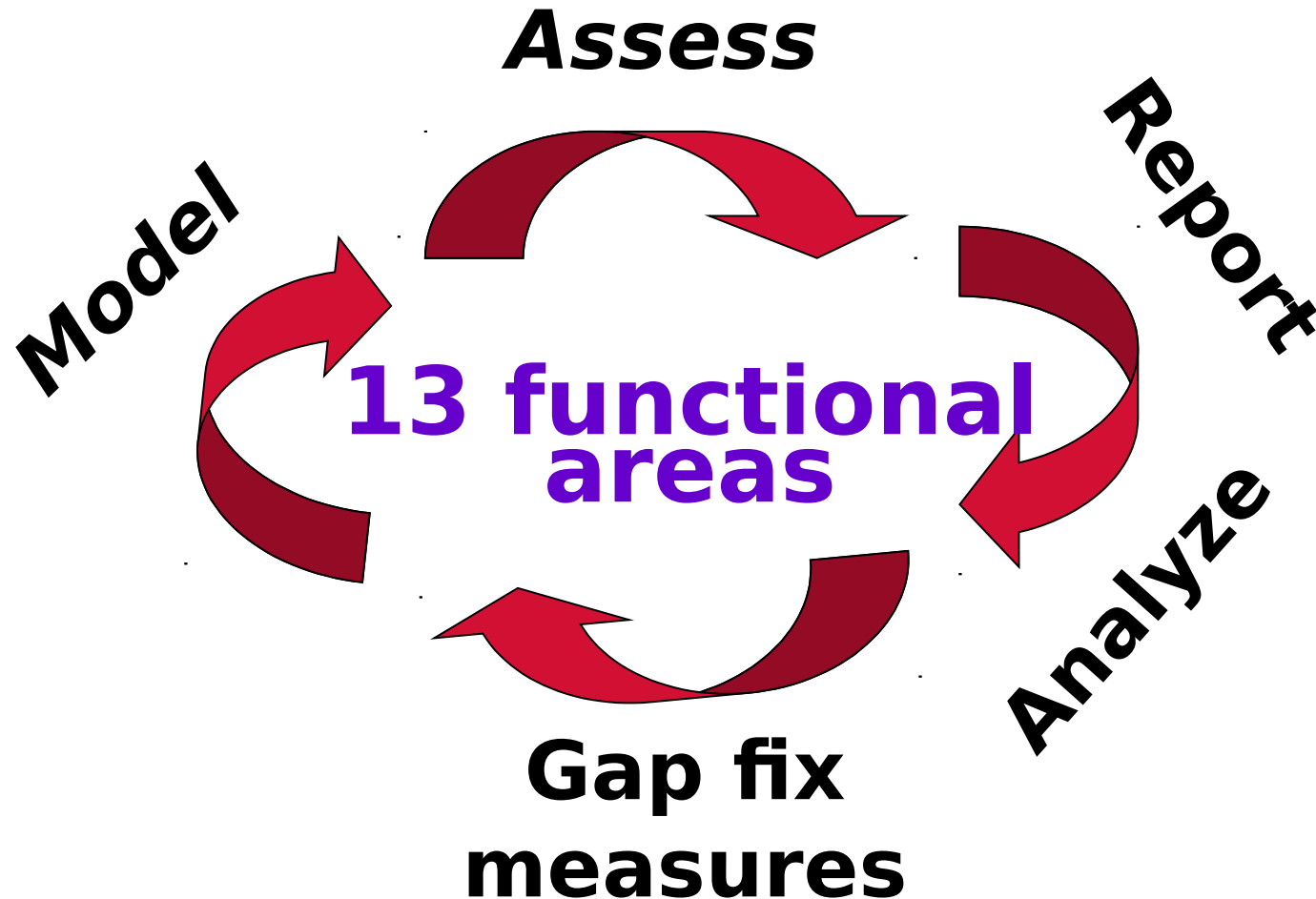
- Aging workforce
- Pending experience gaps
- Emerging technical talent shortages
- Human Capital Data shortfalls
- Very aggressive DoD/AT&L human capital initiatives in place

**We must act now...**

**to ensure the AT&L workforce is positioned for the future!**



# Competency Management Initiative





# Why is the Data Green Initiative Important?

## Where ATL Data Was

**Inconsistent Data**

**DACM-Centric Information**

**No data validity review**

**Disjointed Reporting**

## ATL WF Data Integration

- Standard Reporting Tool
- Common Data Model
- Standardized Data : Aggregated Data Store
- Consolidated Data Submission
- Data Validity Review
- Workforce Data Analysis
- Data Transparency
- Workforce Dashboards

## Where ATL Data Must Go

- Integrated internal & external Transaction Picture "One ATL WF"
- Real-time Customer Access & interaction
- Real-time Stakeholder Access & interaction
- Faster, Better, Cheaper, Easier



# Data Green



# Data Green Initiative Four Key Activities



## 1. Improve AT&L workforce-unique (DoDI 5000.55) data management processes

- Components/DAU partnering on centralized collection of data in AT&L Workforce Datamart
  - Person Data submitted quarterly to DAU; Position Data submitted 2 times per Year
  - Alternatives for secure submission via FTP, flat file or directly into Web Application
- DAU provides DMDC centralized submission of AT&L workforce data

## 2. Improve Data Quality

- Services/agency position reviews (AF already complete)
- Iterative reviews for completeness, accuracy, and duplications (focus on key data first)
- Enable Service direct access to their data in AT&L datamart

## 3. Improve Workforce Analysis Capability

- AT&L Workforce Datamart provides Business Intelligence (BI) analysis tools
- 24/7 availability (sorting, graphs, calculations, generate reports)

## 4. Improve Transparency and Availability of Data for Strategic Decisions

- State-of-the-Workforce report (Web-hosted) will enable improved transparency
- On-Demand and automated dashboard reports for senior leaders/components

***Data Transparency Is  
Transformation!***





## **Why Data *Green* Is Important**

***We report to Congress and other key stakeholders and need accurate, real-time, valid data***

***What's the impact of reporting invalid data?***

- Budget requests will not be accurate***
- Inaccurate depiction of the acquisition workforce***
- Human Capital Strategic Planning is impaired***
- Identifying competencies for the workforce is marred***
- Inadequate planning for current/future workforce training***
- Estimates of future needs is flawed***
- In essence, we need to change the process, streamline policy, and ask the Senior Procurement Executives and Agency Directors for their personal commitment for excellence in data reporting and management***



# Next Steps

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- **Invite Senior Procurement Execs/Agency Directors to a 4<sup>th</sup> Estate Executive Forum**
  - **Mr. Anderson, Director, Human Capital Initiatives and President of DAU will personally meet with your executives to discuss current issues, obtain your inputs, and develop mutual commitments to key AT&L priorities**
- **Set up Next 4<sup>th</sup> Estate Summit date, topics, place**



# Resources for more info

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- **AT&L Workforce Office Web -**  
***[www.dau.mil/workforce](http://www.dau.mil/workforce)***
- **4<sup>th</sup> Estate DACM Site**  
***[www.dau.mil/doddacm](http://www.dau.mil/doddacm)***
- **4<sup>th</sup> Estate community of practice**  
***site: <http://acc.dau.mil/dacm>***
- **DAWIA Site at the DAU Acker Library**  
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***[http://www.dau.mil/library/DAWIA.as  
p](http://www.dau.mil/library/DAWIA.asp)***